412 TW Project Management Directorate Programs Division

ETDBW

“Easy To Do Business With”

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Agenda

- Programs Division Mission
- Environment of Change
- Where it All Began
- Where We Were
- What We’ve Done
- Where We’re Going

Programs Division Mission

Provide customers timely and comprehensive documentation integrating customer test support objectives and success criteria with AFFTC cost, schedule and content deliverables.

Environment of Change

We are in a world of constant change…

- Information technology
  - Remember when we had no email?
- Traditional warfare has changed
  - Global hawk, UCAV
- A-76 studies, BRAC, privatization
  - Remember when our jobs were secure?

“Don’t wait for a crisis to take action-it will be t

Why Change?

- Acquisition reform mandates
- Changing role of government in DT&E
- T&E competition/consolidations
- Antiquated support systems & business practices
- Competitive sourcing & privatization
- POM manpower reductions
- Ops tempo

Where It All Began

Reengineering at the 412 TW began in Jan 00 under the leadership of Brig Gen Lamy

- Dedicated team
  - Full-time civilian and military
  - Professional reengineering contractor support
- Strong leadership, sense of urgency
- Disciplined reengineering methodology
- Identified key T&E processes
  - Project Management
  - Business Management
  - Bid & Proposal

Reengineering Definitions

"The *rapid and radical* redesign of strategic, *value-added* business processes -- and the systems, policies, and organizational structures that support them -- to optimize the work flows and *productivity* in an organization."

The Reengineering Handbook, **Manganelli and Klein**

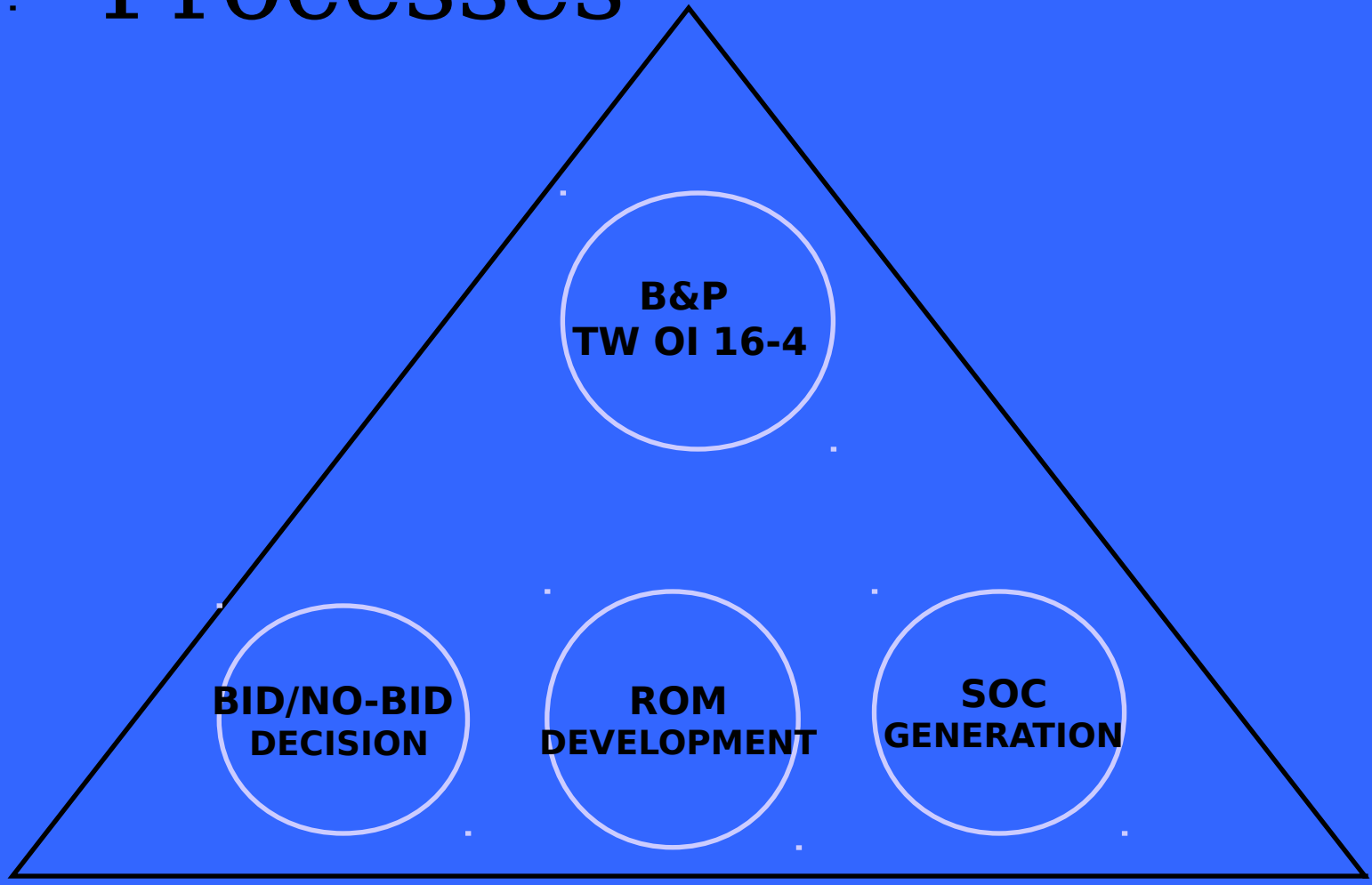
"The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in organizational performance."

Reengineering the Corporation**, Hammer & Champy**

Why Did We Change?

- Initiative to reengineer the Bid and Proposal process approved by the AFFTC Corporate Board Jul 00
  - Customers said we “take too long and cost too much”
- Incrementally streamlining processes until we meet end-state vision
  - Knowledge management
  - Templates
  - IT tools for resource availability and capacity

Bid and Proposal Processes



Bid and Proposal Overview

- Bid/No-Bid process
  - Determine whether requested support falls within AFFTC core mission
- Rough Order of Magnitude (ROM) process
  - Provide customer with ROM cost estimate
- Statement of Capability (SOC) process
  - Provide customer with commitment to project cost, schedule and content

Where We Were

Process = 300+ Steps
16+ Handoffs
10+ Signatories

Average Time = 60 Days

CUSTOMER

REQUIREMENT

Customer receives SOC

PROGRAM ANALYST

START TIME

Establish Project

Test Concept Meeting

Prepare SOC

REVIEW

REVIEW

REVIEW

REVIEW

PROJECT MANAGER

Prepare Test Concept

REVIEW

REVIEW

REVIEW

AFFTC /IT

Prepare TSP

FUNCTIONALS

Prepare C&REs

COST ANALYST

Prepare TPCE

COORDINATION AND APPROVAL

CTF TC Coordination

- BL
- DOE
- OPS
- SQ/CC

STOP TIME

SOC Coord & Approval

- CTF
- RMX
- LG
- XP
- RM
- JA
- TW/C
- C

What We've Done

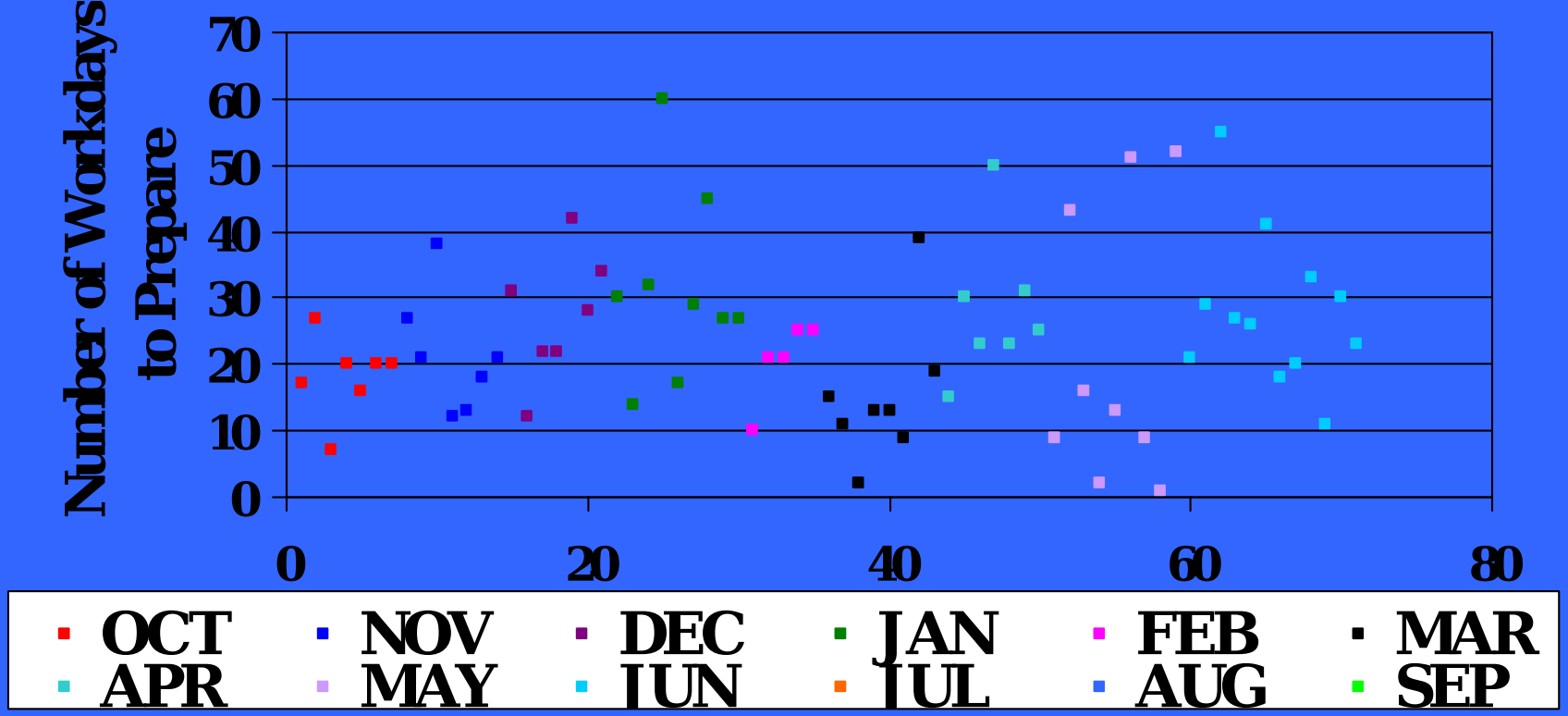
Reengineered SOC process - phased approach

- Phase I - Small projects process
  - Jun 01 – Sep 02 lab, prototype, metrics
  - Established team (PM, BM, PA and key organizations)
  - 24-hour SOC coordination
  - TW OI 16-4, release 1 and 2
  - Trained 400+ CTF & support org personnel

"Good people in a great process will defeat great people in a bad process."

- Dr. Michael Hammer

FY03 Small Completed SOCs
Oct 02 – Jun 03 (71)

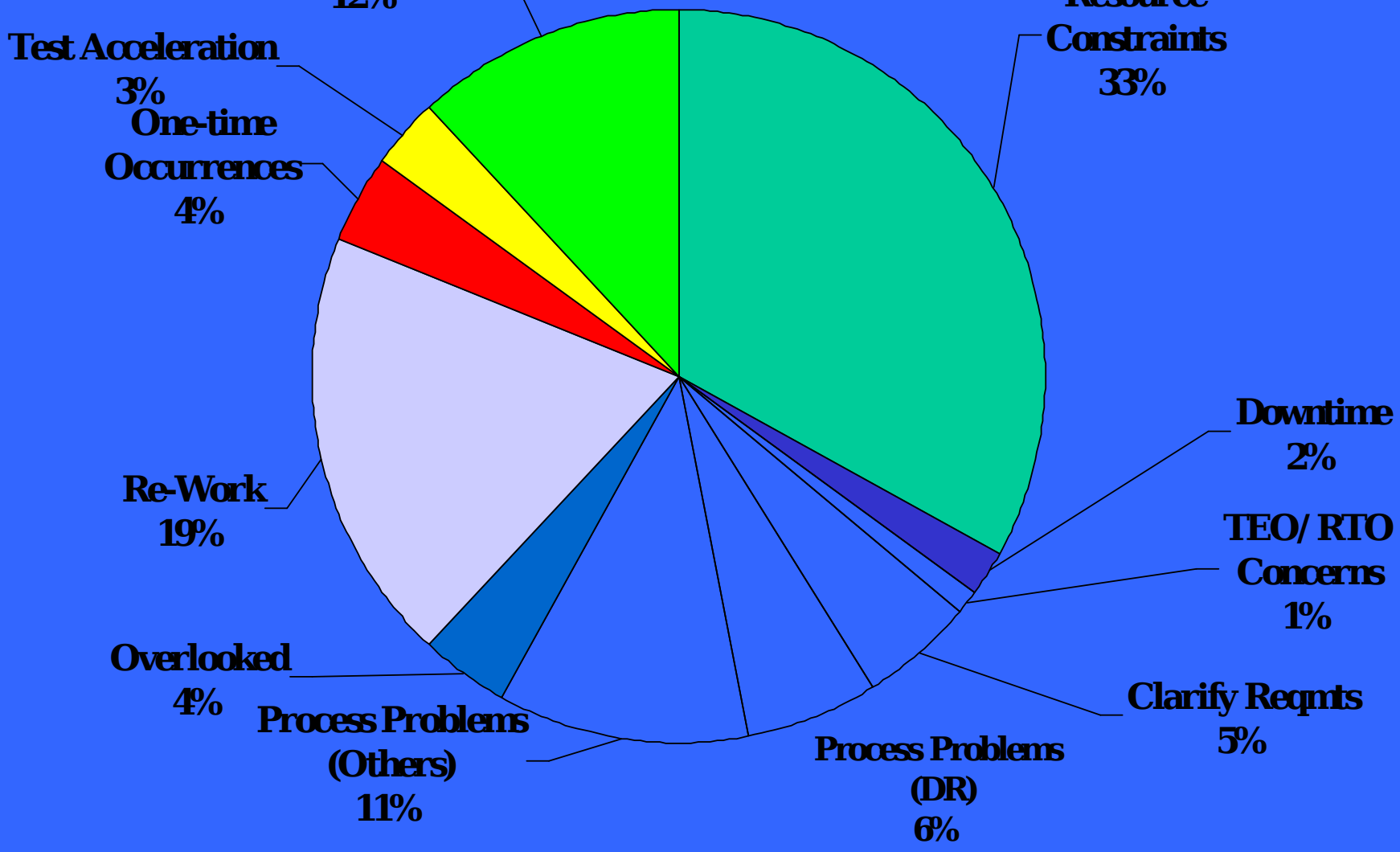


Of these 71 SOCs, customer requirements changed 28 times

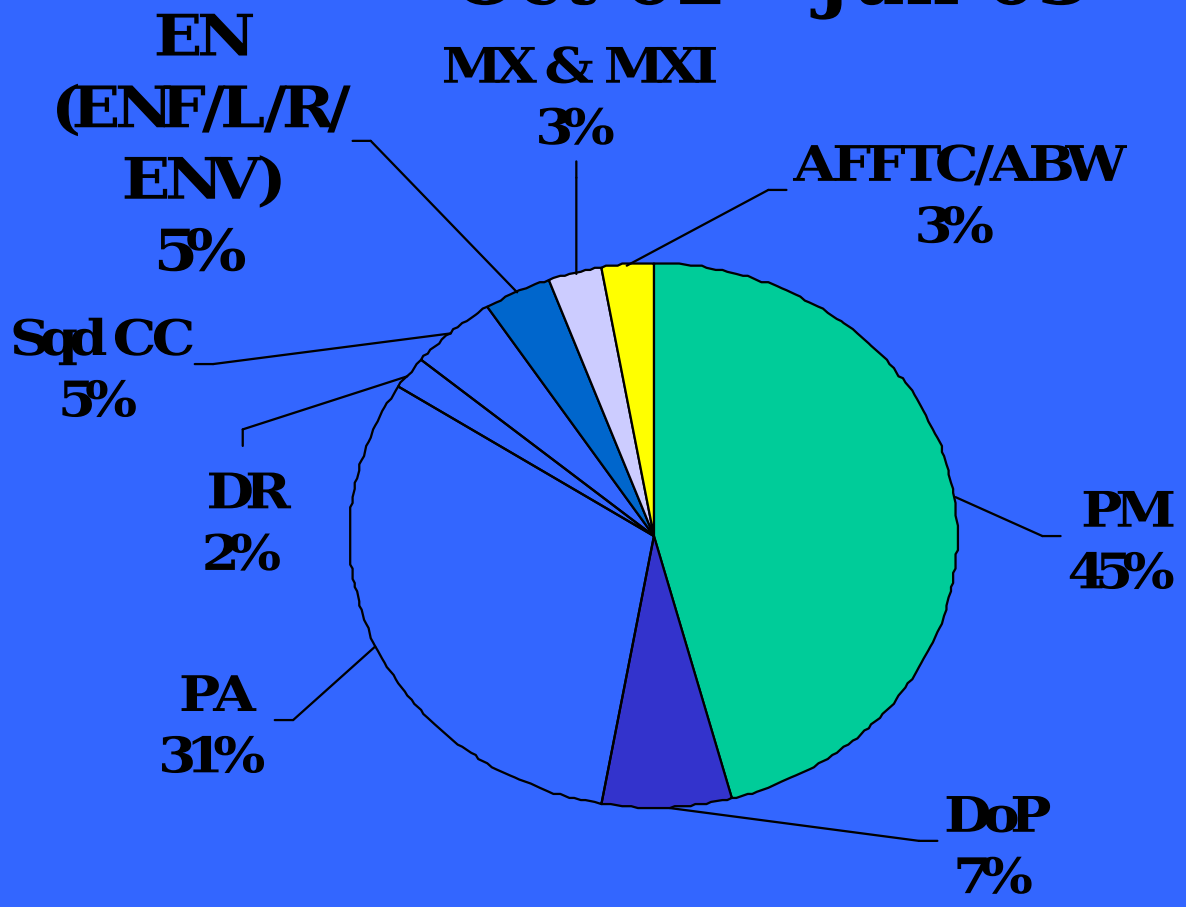
YTD - Average Workdays to Complete SOC

23.9

FY03 Small Completed SOCs
Reasons for SOC Delay
Oct 02 – Jun 03



FY03 Small Completed SOCs Largest Reason Causing SOC Delays Oct 02 – Jun 03



Resource Constraints (33%)

What We're Doing

- Phase II - Medium/Large project process
  - Designed new process
  - Developed test concept template
  - Developed SOC template
  - Prototype incorporating Theory of Constraints (TOC) network
    - New project management methodology
    - Provides accurate project schedule to customer
- Developing single process for all projects
  - TW OI 16-4, release 3

What We're Doing

Process = 13 Steps 8 Handoffs 3 Signatories

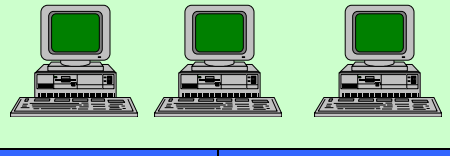
Goal = Meet Customer Desire Date

CUSTOMER

REQUIREMENT

STOP TIME

Customer Approves SOC



- Test Concept Meeting w/Real Time C&REs
- Test Concept and SOC Templates
- TOC Network Development

TEST CONCEPT TEAM

- Project Manager
- Program Analyst
- Key Resource Orgs

START TIME

Establish Project

Prepare SOC

KNOWLEDGE

FUNCTIONALS (AS REQUIRED)

C&RE Inputs

COORDINATION AND APPROVAL

24-Hour Electronic SOC Approval

- Project Manager
- Director of Projects
- Programs Process Owner
- Others By Exception

Lessons Learned

- Change is hard, time-consuming, expensive
- Resistance to change is inevitable
- Consistent leadership focus a pre-requisite
- 20/60/20 rule – 20% will, 60% on the fence, 20% won't
- Know the organization's culture
- Why does it matter where you work? (Stovepipe orgs vs. Process)
- Process owners and managers must work as a team
- Communication is key
- Attitude is everything
- Change is an opportunity, not a threat
- Accomplish something to show positive results

"Process adherence is part of the salary continuation plan."

Questions?